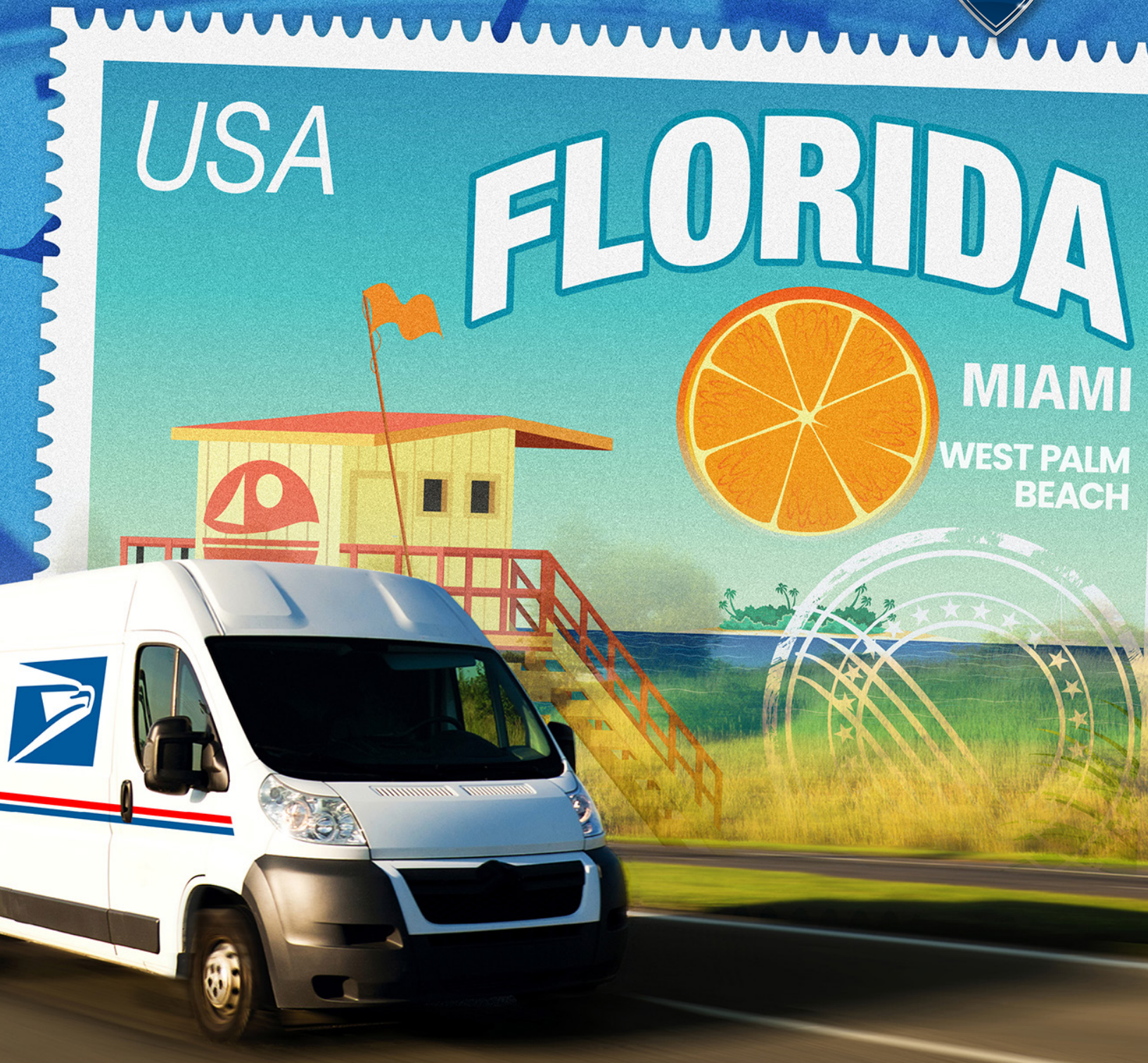


# Timeliness of First-Class Mail Within Southeast Florida

## AUDIT REPORT

Report Number 24-123-R25 | December 11, 2024





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# Highlights

## Background

The U.S. Postal Service has service standards or timeliness goals for delivering mail after receiving it from a customer. The delivery service standard for First-Class Mail varies between two to five days, depending on the distance it travels. For First-Class Mail that is both collected and delivered within the same district (turnaround mail) the standard is two days. The Postal Service's goal is to deliver at least 92.5 percent of First-Class Mail within the service standard.

## What We Did

Our objective was to assess the timeliness of First-Class Mail collected and delivered within the Florida 3 District in Fiscal Years 2023 and 2024. For this audit, we conducted site observations at the two processing facilities in the district and 18 delivery units. We also conducted a mail test to evaluate First-Class turnaround Mail service within the district.

## What We Found

The Florida 3 District did not meet the on-time delivery goal for First-Class turnaround Mail over the last two years as only between 83 and 90 percent of turnaround mail was delivered on-time each month. We found deficiencies at both the processing facilities and delivery units that impacted the district's ability to meet service goals. Specifically, supervisors at processing facilities did not always verify mail was cleared after operations were complete or verify mail was correctly sorted for delivery and failed to meet processing goals resulting in higher volumes of manually processed mail. Additionally, at the delivery units, carriers did not always collect mail from collection boxes or verify all mail was delivered each day. Further, we found supervisors did not use Postal Service communication systems to effectively report and resolve service issues.

## Recommendations and Management's Comments

We made five recommendations to address the issues identified in the report. Postal Service management agreed with all recommendations. Management's comments and our evaluation are at the end of each finding and recommendation. The U.S. Postal Service Office of Inspector General (OIG) considers management's comments responsive to all recommendations, as corrective actions should resolve the issues identified in the report. See [Appendix D](#) for management's comments in their entirety.

# Transmittal Letter



OFFICE OF INSPECTOR GENERAL  
UNITED STATES POSTAL SERVICE

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December 11, 2024

**MEMORANDUM FOR:** DAVID GUINEY  
DISTRICT MANAGER, FLORIDA 3 DISTRICT  
  
MARK DAHLSTROM  
DIVISION DIRECTOR, FLORIDA 3 DISTRICT

*Mary K. Lloyd*

**FROM:** Mary Lloyd  
Deputy Assistant Inspector General  
for Mission Operations

**SUBJECT:** Audit Report – Timeliness of First-Class Mail Within Southeast Florida  
(Report Number 24-123-R25)

This report presents the results of our audit of Timeliness of First-Class Mail Within Southeast Florida.

All recommendations require the U.S. Postal Service Office of Inspector General (OIG) concurrence before closure. Consequently, the OIG requests written confirmation when corrective actions are completed. All recommendations should not be closed in the Postal Service's follow-up tracking system until the OIG provides written confirmation that the recommendations can be closed.

We appreciate the cooperation and courtesies provided by your staff. If you have any questions or need additional information, please contact Todd Watson, Director, Network Processing, or me at 703-248-2100.

Attachment

cc: Postmaster General  
Corporate Audit Response Management

# Results

## Introduction/Objective

This report presents the results of our self-initiated audit of the Timeliness of First-Class Mail (FCM) within southeast Florida (Project Number 24-123). Our objective was to assess the timeliness of FCM collected and delivered within the Florida 3 District. See [Appendix A](#) for additional information about this audit.

## Background

The Postal Service has service standards or timeliness goals for delivering mail after receiving it from a customer. The service standard is determined by the class of mail, where it originates (comes from), and where it is destined (goes to). The Postal Service considers these standards to be one of the primary operational goals against which it measures performance. The service standard for FCM is between two to five days depending on how far it travels. For First-Class turnaround Mail, which is mail that is collected and delivered within the same district, the standard is two days.

The Postal Service’s network of processing, transportation, and delivery operations must work together to move mail and meet service standards efficiently and effectively. This collaboration is generally most effective for turnaround mail as the processing, transportation, and delivery occurs within the same postal district and therefore, mail has less distance to travel. In addition, the same management chain oversees operations.

We focused our review on First-Class turnaround Mail to evaluate if the processing, transportation and delivery operations within a Postal District can consistently collaborate to meet the Postal Service’s goal of delivering 92.5 percent of FCM on-time.<sup>1</sup>

We judgmentally selected the Florida 3 District, located in southeast Florida (see Figure 1), because it has consistently failed to meet this goal. Specifically, the service performance scores for the district have been consistently below the nationwide average (see Table 1). The Florida 3 District averaged an on-time percentage of 89.56 percent for First-Class turnaround Mail during FY 2023 and 88.43 percent in FY 2024.

Figure 1. Florida 3 District



Source: USPS Blue Page.

Table 1. Nationwide and Florida 3 First-Class Turnaround Mail Service Performance

Mail Class	USPS Goals	FY 2023 Nationwide On-Time Percent	FY 2024 Nationwide On-Time Percent	Florida 3 District FY 2023 On-Time Percent	Florida 3 District FY 2024 On-Time Percent
First-Class Turnaround Mail	92.5%	92.74%	89.48%	89.56%	88.43%

Source: Service Performance Measurement.

<sup>1</sup> The Postal Service’s goal is to deliver 92.5 percent of all FCM on-time, regardless of standard, and does not have a different goal for First-Class turnaround Mail.



The Miami and the West Palm Beach Processing and Distribution Centers (P&DC) are the two facilities in the Florida 3 District with machines that process FCM for the district. We conducted site visits at both P&DC facilities and 18 delivery units serviced by those P&DCs to gain insights on the mail processing and delivery operations within the district and identify issues impacting service.

Additionally, we mailed 300 First-Class letters within the Florida 3 District to evaluate service at each P&DC and identify where service failures occurred. Letters were dropped at 30 different Postal Service collection boxes within each of the P&DC service areas, for a total of 60 locations (see Figure 2).

“The Florida 3 District has not met the on-time delivery goal for First-Class turnaround Mail in any month over the last two years.”

and delivery units not following procedures established to meet FCM service standards. Specifically, supervisors did not verify that 1) mail was cleared from operations after sorting was complete, 2) machines correctly sorted mail for delivery, or 3) processing goals were met, resulting in higher volumes of manual mail.<sup>2</sup> Additionally, at delivery units, carriers did not always collect mail from collection boxes or verify all mail received was delivered each day. Further, we found supervisors

did not use Postal Service communication systems to effectively report and resolve service issues. The deficiencies we identified were generally due to a lack of training and management oversight. These issues compounded and resulted in Florida 3 District's failure to meet its service performance goal for First-Class turnaround Mail.

**Figure 2. Examples of Collection Boxes**



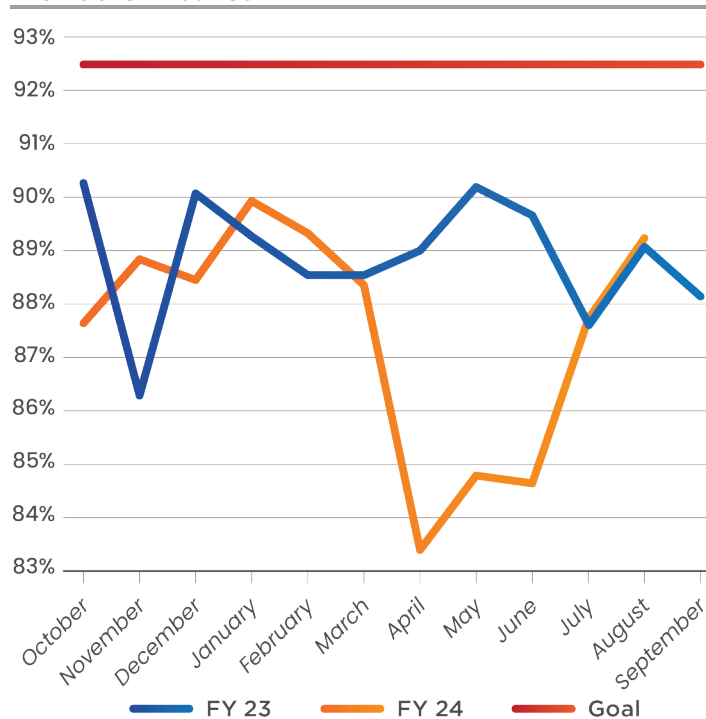
Source: OIG Photos of Postal Service collection boxes in Southeast Florida.

## Findings Summary

The Florida 3 District has not met the on-time delivery goal for First-Class turnaround Mail in any month over the last two years. The district delivered between 83 and 90 percent of turnaround mail on time each month in FY 2024 (see Figure 3).

The main causes of lower performance in the Florida 3 District were due to processing facilities

**Figure 3. Turnaround First-Class Mail Service in Florida 3 District**



Source: OIG Analysis of Postal Service's Service Performance Measurement Data.

<sup>2</sup> Mailpieces that cannot be sorted on mail processing equipment because of size, shape, content, or address legibility and must be sorted by hand.

OIG Test of Turnaround Mail Service Performance

We conducted an independent mail test in the Miami and West Palm Beach service areas to determine how many pieces were delivered within the two-day delivery standard and identify potential causes for mailpieces that failed to meet the delivery standard. We mailed a total of 300 pieces of First-Class turnaround mail in the Florida 3 District and found that 265 were delivered on time (88.3 percent), which is below the service performance goal of 92.5 percent. Most of the service failures happened in the Miami P&DC service area. Additionally, most of the test pieces (82.9 percent) that did not meet service standards were delayed in the collection-to-initial-processing phase, known as First

Mile (see Table 2). We expand further on this issue in our [Finding #1: Strengthen Controls Over Processing and Delivery of First-Class Mail](#). For full analysis of the OIG test of turnaround mail see [Appendix B](#).

“Most of the service failures happened in the Miami P&DC service area.”

During our fieldwork, supervisors at the West Palm Beach P&DC noted they had already placed additional focus on the service for the area. This could explain why our mail test results showed significantly better performance in West Palm Beach P&DC.

Table 2. Summary of Test Mail Failures Within the Florida 3 District

	Miami P&DC	West Palm Beach P&DC	Total
Test Pieces	150	150	300
On-Time Test Pieces	121	144	265
On-Time Percentage	80.7%	96.0%	88.3%
First Mile Failures	24	5	29
Processing Failures	4	1	5
Last Mile Failures	1	0	1
Total Failures	29	6	35

Source: OIG analysis of mail test pieces using Informed Visibility.

# Finding #1: Strengthen Controls Over Processing and Delivery of First-Class Mail

Management and employees at the Miami and West Palm Beach P&DCs did not always follow established controls, which impacted the timely processing and delivery of FCM. Specifically, supervisors did not verify that sorting machines correctly sorted mail for delivery, work areas were clear of mail after operations ended, and manual mail sortation was completed. Additionally, we found the P&DCs did not meet their desired rate of automated processing, resulting in an increase in manual processing and workhours.

“14 out of 18 (77.8 percent) delivery units received mail from the processing facilities that were missorted, missequenced, and missent.”

We also found management and employees at delivery units did not always follow established controls, which impacted the timely delivery of FCM. Specifically, carriers did not always collect mail from collection boxes and supervisors did not ensure all mail was delivered each day. See [Appendix C](#) for a summary of delivery unit observations.

## Operations at Processing and Distribution Centers Missorted, Missequenced, and Missent mail

Letter processing machines arrange mail in the exact order that deliveries are made by the carrier, which is referred to as sorting mail into delivery point sequence (DPS). When mail is not sequenced properly, it increases the risk mail won't be delivered on-time as it must be re-sorted for delivery. The Miami and West Palm Beach P&DCs sorted over nine million letters (0.52 percent of all letters sorted) out of sequence in FY 2024, more than double the percentage rate goal (0.25) set by the Postal Service for missequenced mail.

During our observations, we found that 14 out of 18 (77.8 percent) delivery units received mail from the processing facilities that were missorted,<sup>3</sup> missequenced,<sup>4</sup> and missent<sup>5</sup> (see Figure 4). As a result, this mail will be delayed and will need to be resorted manually to allow proper delivery the following day.

**Figure 4. Cases of Missorted, Missequenced, and Missent Mail**



Source: OIG photo taken at the Hollywood, FL, delivery unit on July 11, 2024.

Additionally, during our site visit to the Miramar delivery unit, serviced by the Miami P&DC, we identified seven trays of missent mail intended for other delivery units (see Figure 5). This puts the mail at risk of not being delivered on time. The missorted, missequenced, and missent mail was generally due to a lack of supervisor oversight as supervisors did not take action to improve processing operations and correct human errors in loading mail onto the machine that caused missequencing.

**Figure 5. Missent Mail**



Source: OIG photo obtained from the Miramar delivery unit supervisor July 10, 2024.

<sup>3</sup> Mail incorrectly sorted to the wrong carrier route.

<sup>4</sup> Mail that is not processed into correct delivery order for a carrier route.

<sup>5</sup> Missent mail is mail distributed to the incorrect facility and must be sent to the correct facility.



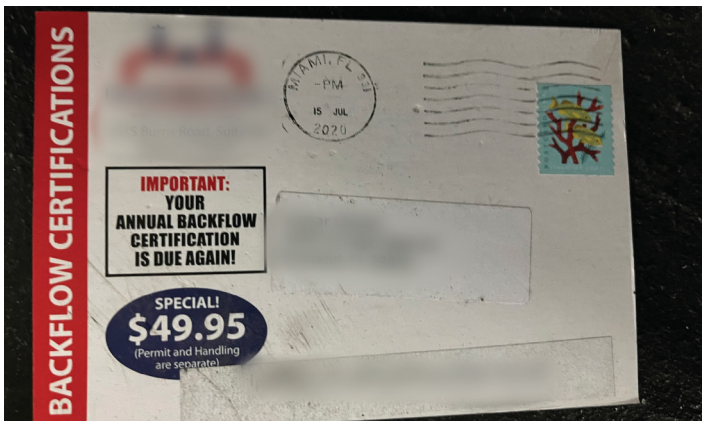
### Inefficiencies of Letter Processing at Miami and West Palm Beach P&DC

The main benefit of letter processing machines is their ability to put mail in DPS and eliminate the need for carriers to sort the mail manually at the delivery unit prior to departing on their routes. The Postal Service has set a goal that 97 percent of letter mail is run through DPS automated processing with the remainder requiring manual sorting. The Florida 3 District did not meet this goal during FY 2024 as only 92.1 percent of letters in the district were sorted to DPS for the year. This increased the risk mail would not be delivered on-time and resulted in an additional 1390 hours per week to manually sort mail that should have been processed through automation.

#### Mail Not Cleared From Machines and Work Areas

At both the Miami and West Palm Beach P&DCs we found delayed mail that was left on the floor and on or near machines after processing completion. Specifically, at the Miami P&DC we observed several pieces of turnaround mail that was left on the ground in front of a processing machine and had been stepped on multiple times. We also found a piece of delayed turnaround mail that had been lying under a mail processing machine for almost four years (see Figure 6). See also Figure 7 for examples of mailpieces not cleared from work areas.

**Figure 6. Four-Year-Old Turnaround Mail Found Under Processing Machine**



Source: OIG photo taken at the Miami P&DC on July 11, 2024.

**Figure 7. Examples of Mail Not Cleared From Machines and Work Areas at Miami P&DC**



Source: OIG photos taken during site visits at the Miami P&DC July 11, 2024.

At the West Palm Beach P&DC we found two Priority Mail Express<sup>6</sup> pieces left in a bin that were dated August 8, 2019, and February 19, 2020. Additionally, we found over 120 delayed letters, with 62 pieces being turnaround mail from the previous day sitting near a machine waiting to be processed.

These issues occurred because employees and supervisors working on machines did not verify their work areas were cleared of all mail to make sure service standards were met in accordance with policy.<sup>7</sup> Additionally, maintenance personnel failed to conduct a proper mail search on machines, as required in the Maintenance Management Order,<sup>8</sup> when performing their regular upkeep and repairs. When proper mail search procedures are not performed, mail can get lost in and around the machines, resulting in a failure to meet delivery standards.

“The audit team found that all five test pieces that were dropped in the same collection box near the Boynton Beach Delivery Unit were still there the following morning, even though a mail carrier scanned the barcode inside the collection box the previous day.”

### Delayed Mail in Manual Operations

We found large amounts of delayed mail in the manual processing sections of the Miami and West Palm Beach P&DCs. At the Miami P&DC we found over 3,000 pieces of turnaround mail that was delayed (see Figure 8). At the West Palm Beach P&DC we found four trays of mail that were returned to the

facility for manual processing, which puts the mail at risk of being delayed. The large volume of delayed mail found at these facilities can be attributed to a lack of management oversight within the facilities as management did not ensure all manual mail was sorted by the end of operations. When mail is not sorted correctly or not cleared from the facility, it increases the risk the mail will not be delivered on time.

**Figure 8. Delayed Turnaround Mail in Manual Sortation**



Source: OIG photo taken at the Miami P&DC July 11, 2024.

### Operations at Delivery Units

#### Mail Not Collected from Collection Boxes

During our mail test, we determined carriers were not always collecting mail from collection boxes as required by policy.<sup>9</sup> Specifically, the audit team found that all five test pieces that were dropped in the same collection box near the Boynton Beach Delivery Unit were still there the following morning, even though a mail carrier scanned the barcode inside the collection box the previous day (see Figure 9).

Most of the test pieces we sent that did not meet service were delayed in the collection-to-initial-processing phase for the Miami P&DC service area, indicating an issue with collection

<sup>6</sup> An expedited service for shipping with a money-back guarantee for next-day or second-day delivery in most cases.

<sup>7</sup> *Integrated Operating Plan Checklist* instructs employees to verify that machines are all clear of mail before dispatches to avoid delays.

<sup>8</sup> Maintenance Management Order (MMO) 148-19, dated February 7, 2020, states maintenance managers should follow local procedures for returning mail recovered during search to operations.

<sup>9</sup> Handbook M-41, *City Delivery Carriers Duties and Responsibilities*, dated June 2019, section 122.12.



mail making it to that processing facility on time. This occurred at 5 of the 30 induction points. When mail is not collected from collection boxes, it will be delayed.

**Figure 9. Test Mail Left in Collection Box**



Source: OIG photos taken at collection box in the West Palm Beach P&DC service area July 30, 2024.

### Delayed Delivery of Mail

We found instances of delayed turnaround mail at 4 of 18 delivery units (22.2 percent). This is mail that should have gone out for delivery but remained at the delivery unit. Specifically, at the Milam Dairy delivery unit, we found a full tray of turnaround mail, which should have been delivered over two weeks prior. At the Palms Central delivery unit, we found two trays from the prior day that should have been delivered (see Figure 10). At Palm

“Delayed mail found at the delivery units was due to insufficient management oversight that resulted in mail not being cleared from the facility.”

Beach Gardens delivery unit, we observed manual mail that was not sorted timely for carriers causing delayed mail for the following day. Additionally, at the Downtown Boynton Beach unit, carriers did not collect their manual mail from the hot case<sup>10</sup> for delivery. Delayed mail found at the delivery units was due to insufficient management oversight that resulted in mail not being cleared from the facility.

**Figure 10. Trays of Mail Delayed Mail at West Palm Gardens**



Source: OIG photo taken July 30, 2024.

### Lack of Training for Employees and Supervisors

Generally, the deficiencies identified occurred due to employees who are not following established processes and supervisors not overseeing

operations to confirm processes are followed. The Division Director stated numerous supervisors in the Florida 3 District were newly hired and had not completed required training. Specifically, we found 20 of 37 (54.1 percent) postmasters had not completed the required Postmasters Essentials training within six months of their effective start date. This course is designed to provide newly appointed Postmasters with the skills necessary to effectively manage a post office

<sup>10</sup> Case in the delivery unit for sorting or resorting of mail, especially mail sorted to the wrong routes or received late.



and assist them in collecting and analyzing data to improve performance.

“Several supervisors we interviewed stated they never received training to prepare them for management.”

Additionally, several supervisors we interviewed stated they never received training to prepare them for management; rather, they stated everything they had learned was through on-the-job training. When employees and supervisors do not receive formal training, they are at risk of learning or teaching inefficient and improper mail handling procedures.

#### Recommendation #1

We recommend the **Division Manager of the Florida 3 District** execute a plan to decrease the rate of missorted mail and increase the percent of mail run through delivery point sequence automation.

#### Recommendation #2

We recommend the **District Manager of the Florida 3 District** reinforce current internal controls, which include periodic mail tests to confirm proper procedures are followed at collection boxes.

#### Recommendation #3

We recommend the **Division Manager of the Florida 3 District** provide supervisory mail processing training to supervisors on all procedures and their job responsibilities.

#### Recommendation #4

We recommend the **District Manager of the Florida 3 District** confirm timely completion of required training courses for Florida 3 District postmasters and supervisors.

#### Postal Service Response

Management generally agreed with this finding and agreed with recommendations 1, 2, 3, and 4.

Regarding recommendation 1, management stated it will monitor DPS and out of sequence trends for compliance and provide training to employees using the Delivery Bar Code Sorter equipment on the proper handling of out of sequence and missorted mail. The target implementation date is March 31, 2025.

Regarding recommendation 2, management stated it will redistribute instructions on requirements to send out daily validations to show all boxes were collected but will not conduct periodic mail tests to confirm mail collection at boxes. Rather, management stated it will rely on data scans. The target implementation date is January 31, 2025.

Regarding recommendation 3, management stated it will provide mail processing training to supervisors on procedures and responsibilities. The target implementation date is April 30, 2025.

Regarding recommendation 4, management stated new postmasters and supervisors will receive the required USPS Supervisors Program Version 2 and Postmasters Essentials training based on availability. The target implementation date is June 30, 2025.

#### OIG Evaluation

The OIG considers management's comments responsive to recommendations 1, 2, 3, and 4, and corrective actions should resolve the issues identified in the report.

## Finding #2: Supervisors Not Reporting Service Issues in Mail Arrival Quality/Plant Arrival Quality System

Supervisors at nine of 18 (50 percent) sampled delivery units claimed they were not getting adequate responses from management at processing facilities when communicating their service issues. Additionally, delivery unit supervisors stated they stopped recording issues in the Mail Arrival Quality/Plant Arrival Quality (MAQ/PAQ) system,<sup>11</sup> such as late arriving trucks, late arriving mail, or receiving high volumes of manual mail because they believed no actions would be taken by the processing facilities to correct them.

Supervisors at delivery units are instructed<sup>12</sup> to submit issues into the Postal Service's MAQ/PAQ system. The MAQ/PAQ system should be used by processing facility management and Division Managers daily to

“Supervisors at nine of 18 (50 percent) sampled delivery units claimed they were not getting adequate responses from management at processing facilities when communicating their service issues.”

track and review issues identified by delivery units. Information submitted into MAQ/PAQ is maintained for analysis and reporting and relied on by management to identify areas of improvement.

When supervisors do not report issues or get adequate responses to issues reported in MAQ/PAQ, it creates a disconnect between the delivery unit, mail processing facility, and transportation. This can lead to unresolved issues such as missent mail, high volumes of manual mail, and delayed trucks, and ultimately result in delayed mail for customers.

### Recommendation #5

We recommend the **District Manager and Division Manager of the Florida 3 District** require supervisors to verify issue resolution between processing, transportation, and delivery operations in the Mail Arrival Quality/Plant Arrival Quality System, including feedback on issue resolution.

### Postal Service Response

Management generally agreed with this finding and agreed with recommendation 5. Regarding the recommendation, management stated it will reiterate requirements for supervisors to report issues in MAQ/PAQ and document resolutions. Management added that it will monitor compliance of those actions. The target implementation date is April 30, 2025.

### OIG Evaluation

The OIG considers management's comments responsive to recommendation 5, and corrective actions should resolve the issues identified in the report.

<sup>11</sup> The application provides a platform in which individual facilities can cite variances in volume quantity, composition and arrival time. The computer-based system allows processing/logistics and delivery/customer service to report variances with mail quality in real time. It provides a communication platform to track and review relevant information related to issues identified and maintains historical data for later analysis and reporting.

<sup>12</sup> Integrated Operating Plan Agreement – Standard Work Instructions, dated July 2020.

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# Appendix A: Additional Information

## Scope and Methodology

The scope of this project was to assess the timeliness of FCM collected and delivered within the Florida 3 District.

To accomplish our objective, we:

- Interviewed Postal Service management to inquire about procedures and issues dealing with First-Class turnaround Mail.
- Conducted a mail test in the Florida 3 District to evaluate service performance for turnaround mail. A total of 300 letters were mailed from 60 locations in the Florida 3 District.
- Analyzed training records of postmasters in the Florida 3 District to verify completion of mandatory training.
- Pulled on-time delivery data related to FCM to determine service performance of the district.
- Conducted site visits at two P&DCs and 18 delivery units in the Florida 3 District to observe processing and delivery operations related to FCM.

We conducted this performance audit from May 2024 through December 2024 in accordance with generally accepted government auditing standards and included such tests of internal controls as we considered necessary under the circumstances. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective. We discussed our observations and conclusions with management on November 13, 2024, and included their comments where appropriate.

In planning and conducting the audit, we obtained an understanding of the First-Class turnaround Mail internal control structure to help determine the nature, timing, and extent of our audit procedures. We reviewed the management controls for overseeing the program and mitigating associated risks. Additionally, we assessed the internal control components and underlying principles, and we determined that the following three components were significant to our audit objective:

- Control Environment
- Risk Assessment
- Information and Communication

We developed audit work to ensure that we assessed these controls. Based on the work performed, we identified internal control deficiencies related to Control Environment, Risk Assessment, and Information and Communication that were significant within the context of our objectives. Our recommendations, if implemented, should correct the weaknesses we identified.

We assessed the reliability of the Informed Visibility, Web Complement Information System, and Integrated Human Resource System data by performing data comparisons and duplicating data pulls to ensure accuracy and completeness of the data. We determined that the data were sufficiently reliable for the purposes of this report.

## Prior Audit Coverage

Report Title	Objective	Report Number	Final Report Date	Monetary Impact
<i>Florida 1 District: Delivery Operations</i>	To evaluate mail delivery operations in the Florida 1 District	<a href="#">24-085-R24</a>	August 7, 2024	N/A
<i>Mail Delivery, Customer Service, and Property Condition Reviews – Select Units, Florida 3 District</i>	To evaluate mail delivery, customer service, and property conditions at the Allapattah Station, Doral Branch, Flagler Station, and Princeton Branch in the Florida 3 District	<a href="#">23-050-R24</a>	May 15, 2023	N/A

# Appendix B: OIG Mail Test Results

During our mail test of the Miami and West Palm Beach service areas, we mailed 150 First-Class letters through each processing facility for a total of 300 First-Class test mailpieces.

## Mail Test Results at Miami P&DC Service Area

We mailed 50 letters each day on July 6, 8, and 9, 2024, for a total of 150 letters, evenly distributed between 30 total locations within the Miami P&DC service area. Overall, out of the 150 letters

sent, 121 (80.7 percent) were delivered within the two-day service standard. The remaining 29 pieces (20.3 percent) were delivered one to seven days late with one piece being returned to sender<sup>13</sup> (see Table 3). Additionally, we found that the pieces that were not delivered on time took an average of three days to receive their first mail processing scan from the Miami P&DC. Specifically, on average, a mail test piece that was dropped off on Monday did not receive the first processing scan until Thursday.

**Table 3. Mail Test Results – Miami P&DC Service Area**

Drop Date	On-time Performance			Totals	Percentage
	Saturday 7/6/24	Monday 7/8/24	Tuesday 7/9/24		
Test Pieces Dropped	50	50	50	150	
Delivered On Time	37	34	50	121	80.7%
1 Day Late	0	6	0	6	4.0%
2 Days Late	8	0	0	8	5.3%
3 Days Late	1	0	0	1	0.7%
5 Days Late	0	10	0	10	6.7%
7 days Late	3	0	0	3	2.0%
Returned to Sender	1	0	0	1	0.7%
<b>Total Delayed Pieces</b>	<b>13</b>	<b>16</b>	<b>0</b>	<b>29</b>	

Source: OIG analysis of mail test pieces using Informed Visibility.

## Mail Test Results at West Palm Beach P&DC Service Area

We mailed 50 letters each day on July 29, 30, and 31, 2024, for a total of 150 letters, evenly distributed between 30 total locations within the

West Palm Beach P&DC service area. Overall, out of the 150 letters sent, 144 (96 percent) were delivered within the two-day service standard, and six pieces (4 percent) were delivered one day late (see Table 4).

**Table 4. Mail Test Results – West Palm Beach P&DC Service Area**

Drop Date	On-time Performance			Totals	Percentage
	Monday 7/29/24	Tuesday 7/30/24	Wednesday 7/31/24		
Test Pieces Dropped	50	50	50	150	
Delivered On Time	50	44	50	144	96.0%
1 Day Late	0	6	0	6	4.0%

Source: OIG analysis of mail test pieces using Informed Visibility.

<sup>13</sup> This piece was mailed on July 6, 2024, and found in a tray destined to the delivery unit for delivery on July 10, 2024, two days passed the service standard. This piece never made it to its destination and wound up being returned to sender and received on July 18, 2024.



# Appendix C: Observation Results at Delivery Units

We visited 18 delivery units and found management and employees did not always follow established controls to ensure the timely delivery of FCM. For a

comprehensive breakdown of the issues identified at each delivery unit, see Table 5.

**Table 5. Results of Observations at Delivery Units**

Delivery Units	Corresponding Processing Facility	Delayed Mail	Supervisors Lacked Training	Supervisors Not Using MAQ/PAQ
Norland	Miami P&DC			
Flagler Station				
Buena Vista Carrier Annex				
Hialeah			X	X
Milam Dairy		X		
Miramar				
Palmetto				X
Hollywood				
Blue Lagoon				X
Palm Beach Gardens	West Palm Beach P&DC	X	X	X
Lake Worth				X
Boynton Beach				X
Palms Central		X	X	X
Downtown Boynton Beach		X	X	
Riviera				
Palm Beach Carrier Annex				X
City Place				
Palms West				X
<b>Total</b>		<b>4</b>	<b>4</b>	<b>9</b>

Source: OIG Observations at delivery units.

# Appendix D: Management's Comments



December 2, 2024

JOHN CIHOTA  
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Timeliness of First-Class Mail Within Southeast FL.  
(Report Number 24-123-DRAFT)

Thank you for providing the Postal Service an opportunity to review and comment on the findings contained in the draft audit report, *Timeliness of First-Class Mail Within Southeast FL*.

Management generally agrees with the findings in the report.

Following are our comments on each of the five recommendations.

Recommendation 1:

We recommend the Division Manager of the Florida 3 District execute a plan to decrease the rate of missorted mail and increase the percent of mail run through delivery point sequence automation.

Management Response/Action Plan:

Management agrees with this recommendation. Management will provide training to employees using DBCS equipment on how to properly handle out of sequence and missorted mail. Additionally, management will monitor out of sequence trends and DPS trends for compliance.

Target Implementation Date: 03/31/2025

Responsible Official:

Senior Division Director, Gulf Atlantic

Recommendation 2:

We recommend the District Manager of the Florida 3 reinforce current internal controls, which include periodic mail tests to confirm proper procedures are followed at collection boxes.

Management Response/Action Plan:

Management agrees with this recommendation. Management will redistribute instructions on the requirement to send daily validations to show all boxes were collected. Periodic mail test cards are no longer required in offices with internet access. All offices in the Florida 3 District have internet access.

E-SIGNED by DAVID C GUINEY  
on 2024-12-02 10:18:18 EST

Target Implementation Date: 01/31/2025

Responsible Official:

District Manager, Florida 3

Recommendation 3: We recommend the Division Manager of the Florida 3 District provide supervisory mail processing training to supervisors on all procedures and their job responsibilities.

Management Response/Action Plan:

Management agrees with this recommendation. Management will provide training to supervisors on procedures and responsibilities involving mail processing.

Target Implementation Date: 04/30/2025

Responsible Official:

Senior Division Director, Gulf Atlantic

Recommendation 4:

We recommend the District Manager of the Florida 3 District confirm timely completion of required training courses for Florida 3 District postmasters and supervisors.

Management Response/Action Plan:

Management generally agrees with this recommendation in that new supervisors receive USPS Supervisor Program (USP) Version 2 training and new Postmasters receive *Postmaster Essentials* training based on availability of training slots. There is a limited number of slots for new supervisors and postmasters, so the need and number of slots available will dictate scheduling.

Target Implementation Date: 06/30/2025

Responsible Official:

District Manager, Florida 3

Recommendation 5:

We recommend the District Manager and Division Manager of the Florida 3 District require supervisors to verify issue resolution between processing, transportation, and delivery operations in the Mail Arrival Quality/Plant Arrival Quality System, including feedback on issue resolution.

Management Response/Action Plan:

Management agrees with this recommendation. Management will reiterate requirements for supervisors to report issues in MAQPAQ and document resolutions. Management will monitor for compliance.

Target Implementation Date: 04/30/2025

Responsible Official:

District Manager, Florida 3



E-SIGNED by DAVID.C GUINEY  
on 2024-12-02 10:18:26 EST

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David Guiney  
District Manager, Florida 3

E-SIGNED by MARK.D DAHLSTROM  
on 2024-11-30 07:17:42 EST

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Mark Dahlstrom  
Senior Division Director, Gulf Atlantic

*Cc: Vice President, Area Retail and Delivery (Southern)  
Vice President, Regional Processing Operations (Eastern)  
Corporate Audit Response Management*

# OFFICE OF INSPECTOR GENERAL

UNITED STATES POSTAL SERVICE



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